

## DEVELOPMENT OF STRATEGIC PLANS

### TRANSPORTATION ASSET MANAGEMENT

#### ***Knowing What Is Expected***

According to studies conducted of top businesses using asset management, the key to developing a sound strategic plan is to first know what your customers want. The process also includes identifying factors that could affect achievement of the agency's mission. Following this, the organization needs to align its activities, core processes and resources toward achieving its goals and objectives.<sup>10</sup> It is critical to, then, communicate expectations to all involved, both within the Michigan Department of Transportation (MDOT) and with our governmental partners. MDOT's process incorporates three such plans: the *Michigan Transportation Policy Plan*, *MDOT Business Plan* and the *State Long-Range Plan*.

#### ***Michigan Transportation Policy Plan***

The State Transportation Commission is authorized in the Michigan Constitution as a nonpartisan body appointed by the gov-

ernor. Its role is to provide both oversight for MDOT and a public forum for transportation policy development. These policies are periodically presented in the *Michigan Transportation Policy Plan*. It establishes the mission for Michigan's transportation system and provides a common framework within which this may be accomplished.

#### ***MDOT Business Plan***

Since 1992, MDOT has planned and implemented strategies to substantially reduce staff while producing the largest construction program in MDOT's history. In doing so, MDOT identified its core products and services, streamlined operations through reorganizations and process improvements and developed a business plan outlining strategic objectives MDOT must follow to meet its goals. The business plan embodies the values of *quality, teamwork, customer orientation, integrity and pride*. It establishes specific strategic objectives for achieving MDOT's mission of *providing the highest quality transportation services for economic benefit and improved quality of life*.



### MDOT Business Plan

**MDOT Mission:**  
Providing the highest quality transportation services for economic benefit and improved quality of life

#### STRATEGIC OBJECTIVES

***Become Customer Driven***

***Deliver Products and Services to meet our customers most important needs***

***Promote Employee Excellence***

***Become a Flexible and Responsive Organization***

MDOT's *Business Plan* identifies four strategic objectives, each of which is a critical element in our overall asset management process:

- **Become Customer Driven:** By developing partnerships with our stakeholders, improving external communication, establishing Transportation Service Centers and developing consensus on transportation policy.<sup>11</sup>
- **Meet Customers' Most Important Needs:** Deliver products and services to improve traffic safety, develop and implement innovative technologies, focus the organization on preserving and optimizing the efficiency of existing transportation systems, rationalize transportation systems, adding segments which serve a statewide function while eliminating those that do not, strengthen/support the state's economic base by providing multi-modal infrastructure and services which strengthen our competitive position and proactively seek cost-effective regulations and innovative methods to reduce costs.<sup>11</sup>
- **Promote Employee Excellence:** Provide a safe work environment, prepare MDOT personnel for challenges facing the department, reward employees whose actions embrace the principles of the quality and culture that is our goal and develop and maintain a diverse, versatile multicultural workplace.<sup>11</sup>

- **Become Flexible and Responsive:** Become an organization that makes decisions based on process, not bureaucracy; that is continually learning new ways to improve itself; streamline the decision-making process; be performance driven and measurement-focused and become as efficient as possible in all operations.<sup>11</sup>

### *State Long-Range Plan*

Transportation assets are maintained to meet basic social needs for mobility. An effective asset management process is customer-driven and considers the varied and complex needs of those served. Many individuals or groups will have objectives for what infrastructure should do at local, state, national and international levels. Sometimes they will make their own judgments about whether their objectives are being met. Infrastructure performance must be measured in the context of social objectives and the diversity of stakeholders who use and are affected by the infrastructure system.<sup>12</sup>

MDOT accomplishes this through development of its *State Long-Range Plan* (SLRP). The plan is a guiding document for public sector transportation investment decisions in Michi-

gan, including those involving federal aid. These goals and objectives provide the framework for the MDOT to determine its core business processes and products.

The SLRP is required by federal planning regulation. It includes an extensive public involvement process through which stakeholders have input. The process is critical to the efforts to include our varied customer base in the development of a consensus on overall state transportation policy.



*A goal of the SLRP is to "Work with the general public, public agencies and private sector organizations to ensure basic mobility for all Michigan citizens by, at a minimum, providing safe, efficient and economical access to employment, educational opportunities and essential services." For Michigan State University in East Lansing mobility options include daily service by Amtrak.*